



ASPEN SNOWMASS<sup>SM</sup>  
ASPEN SKIING COMPANY

# 2003-2004 Sustainability Report



“I...look up at the pictures on my desk, next to the computer — pictures of my grandchildren: Henry, age 12; Thomas, age 10; Nancy, 7; Jassie, 3; Sara Jane, nine months. I see the future looking back at me from those photographs and I say, ‘Father, forgive us, for we know not what we do.’ And then I am stopped short by the thought: ‘That’s not right. We do know what we are doing. We are stealing their future. Betraying their trust. Despoiling their world.’

And I ask myself: Why? Is it because we don’t care? Because we are greedy? Because we have lost our capacity for outrage, our ability to sustain indignation at injustice?

What has happened to our moral imagination?

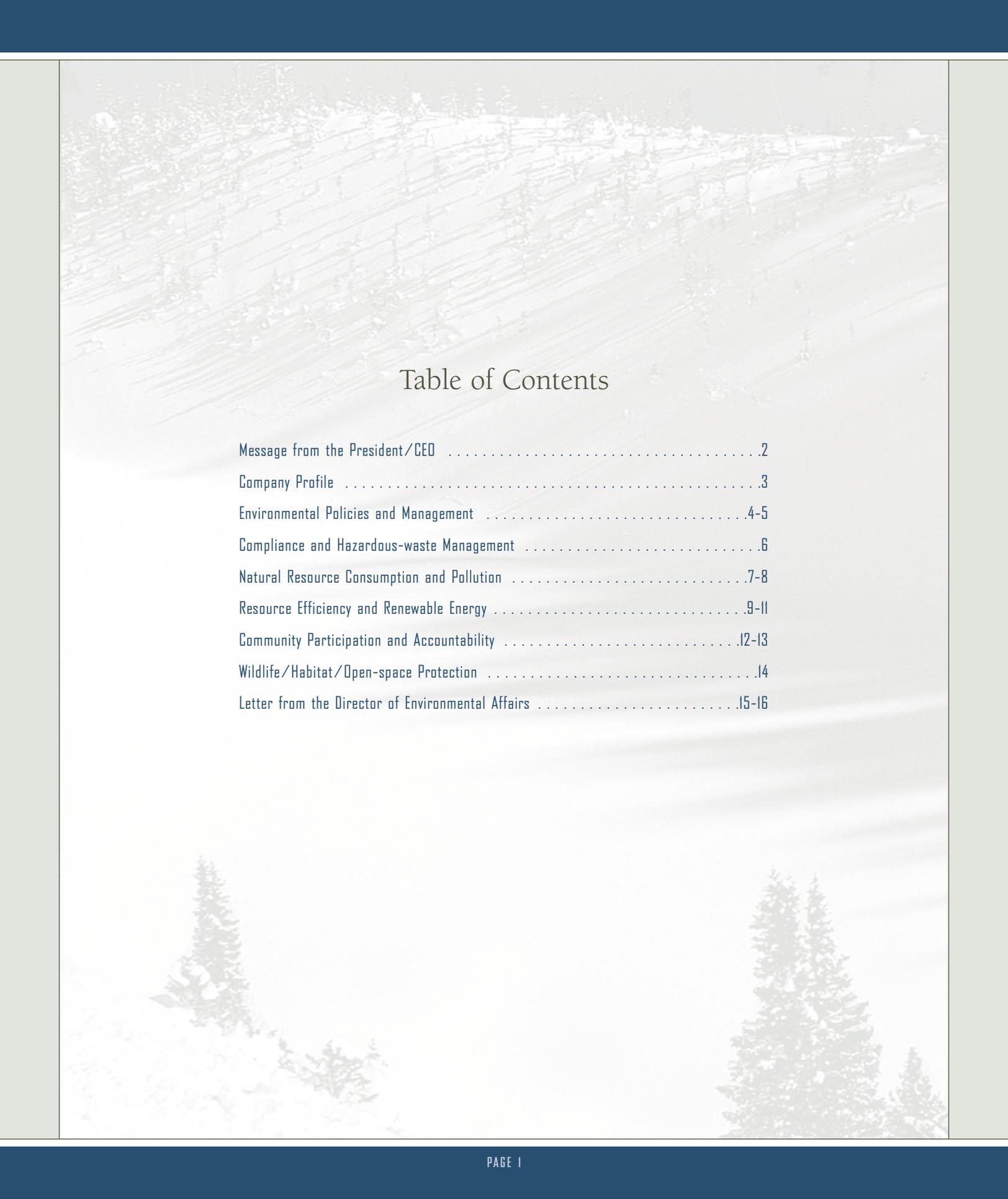
On the heath Lear asks Gloucester: ‘How do you see the world?’  
And Gloucester, who is blind, answers: ‘I see it feelingly.’

I see it feelingly.

The news is not good these days. I can tell you, though, that as a journalist, I know the news is never the end of the story. The news can be the truth that sets us free — not only to feel but to fight for the future we want. And the will to fight is the antidote to despair, the cure for cynicism, and the answer to those faces looking back at me from those photographs on my desk. What we need to match the science of human health is what the ancient Israelites called ‘hocma’ — the science of the heart...the capacity to see...to feel...and then to act...

as if the future depended on you.  
Believe me, it does.”

BILL MOYERS



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In November of 2004, after eight days of audits that created a great deal of hand-wringing among staff, Aspen Skiing Company became the first ski resort in the U.S. to achieve international, third-party ISO 14001 certification of its environmental management program.

Readers might ask: “What’s an ISO?” or “What are the other 14000 things?” It would be understandable if you’re eyes glaze over when I tell you that ISO 14001 is the global standard for environmental management. After all, I don’t expect everyone to find the minutia of corporate environmentalism as exciting as I do.

Created by the International Standards Organization in the early 1990s, ISO 14001 means Aspen Skiing Company meets strict standards for continuous improvement in managing its environmental impacts. It was a necessary next step for us. We have become very good at project-level environmental work, but I became concerned that we weren’t necessarily creating systemic change within the organization. ISO is one of the best ways to integrate environmental management company wide.

While rare in the ski industry, ISO 14001 certification has become commonplace among corporate environmental leaders such as Xerox, 3M and Toyota. What it means, in short, is that ASC has strict protocols and procedures in place – and internal educational programs to support them – on issues ranging from paint disposal to boiler controls. We now have regular management check-ins on our environmental progress, a tracking database of ongoing projects, a strengthened senior management mandate, and a company website dedicated to providing environmental guidance to all staff. We call our environmental management program “GREENTRACK.”

Come to think of it, I do expect readers to get excited about ISO certification. Here’s why (and it might come as a surprise): ISO 14001 really isn’t about environment. It’s about good business practices. Most sound businesses formalize and institutionalize company procedures, whether that means accounting protocols or early season lift startup. Why should environmental management be any different?

When you begin to realize that you company’s environmental commitment – which started because it was the right thing to do – is simply good business, that’s exciting.

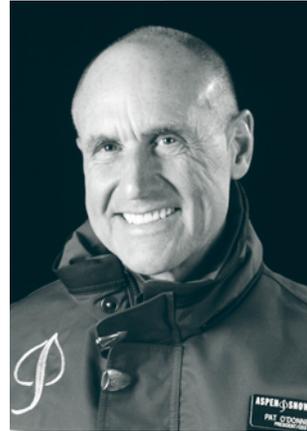
ISO 14001 demonstrates that the line dividing environmental responsibility and serious business is not just blurry, it’s gone. A great example of this is climate change. On page 11, our friend and partner Randy Udall’s commentary points at the heart of the issue: with global warming, we’ve got a problem, and when you understand the scope, it really isn’t an environmental one. It’s a business problem, a social problem, a quality of life issue, and a government challenge. It’s an ethical problem, because it’s about how we treat our children. You could say, on the last point, that we need to address climate change most importantly because it’s the right thing to do.

I’m certain that our continued action to address this “environmental” issue will turn out to have been a sound business decision. How can I be so confident? Because it already is.

Sincerely,



Pat O'Donnell  
President/CEO



ASC achieved another milestone this year: we met our greenhouse gas emissions reduction target set in 2000 by cutting emissions by 10%. (See p. 7 for details.) We thought it would take until 2010 to do this. Now we’re setting new targets.

## ISO 14001 AUDITOR SPEAKS

“The audit determined that Aspen Skiing Company personnel were exceptionally committed in their support of the company’s environmental programs including GREENTRACK. In addition, it is worth noting that GREENTRACK has been implemented with a goal of not just reducing the company’s impact on the local environment, but also incorporates commitments to environmental advocacy that extend beyond the company’s operations.”

— KPMG LEAD AUDITOR MARK GAGE

“Every moment  
is an opportunity  
for change.”

BUDDHIST TEACHING

Aspen Skiing Company (ASC) attracts 1.3 million visitors each winter to almost 5,000 acres of skiable terrain on four mountains—Snowmass, Aspen Mountain, Buttermilk and Aspen Highlands—and year-round visitors to 15 restaurants and two hotels. We employ 3,400 people in winter.

## ASC ENVIRONMENTAL AWARDS:

2005 U.S. Green Building Council LEED Silver Certification at the Snowmass Golf Clubhouse
2004 Ranked #1 Eco-Ski Resort in North America by Plenty Magazine
2004 ASC Achieves ISO 14001 Environmental Management Certification
2004 Jewelplace Award for Skiing and Snowboarding
2004 Colorado Ethics in Business Award
2004 American Hotel and Lodging Association Stars of the Industry Enviro-Management Award, Snowmass Club
Four-time recipient of the Mountain Sports Media Golden Eagle Award for Environmental Excellence in the Ski Industry (1998, 1999, 2001, 2004)
Nine-time recipient of the Mountain Sports Media Silver Eagle Award, including Energy and Water Conservation, Stakeholder Relations, Environmental Education, Community Outreach, and Wildlife Habitat Protection
2002 Recognized as a BEST Practices Company by the Conference Board's Business Enterprises for Sustainable Travel Program
2002 Accepted into Colorado Department of Health and Environment's Environmental Leadership Program
2001 ASC Environmental Programs Recognized in the Congressional Record by Rep. Mark Udall
2001 Colorado Pollution Prevention Champion
2000 Pat O'Donnell Recognized in Tomorrow Magazine's Environmental Leadership Award Issue
2000 ASC Environmental Programs Recognized in the Congressional Record by Rep. Diana Degette
2000 U.S. Green Building Council Leadership in Energy and Environmental Design Bronze Certification for the Sundeck Restaurant on Aspen Mountain
2000 Travel Industry Association of America Odyssey Award, Environment Category
1999 British Airways Tourism for Tomorrow Award for Eco-tourism
1999 National Environmental Education & Training Foundation Award

**THE GREENLETTER**

The Greenletter is ASC's environmental newsletter. It has run continuously since 1997. Each month, the Greenletter updates employees on environmental programs at ASC, recognizes "Eco-Stars" from within the company, and provides information on a wide range of environmental issues.



GREENTRACK is ASC's formal environmental management program. Employees have access to all ASC's environmental policies and procedures through the GREENTRACK intranet site.

# The Greenletter

ASC's Monthly Environmental Newsletter since 1998

SEPTEMBER, 2004

VOLUME 7, NUMBER 9

## GREENTRACK: ASC'S EMS

Let's say you want to feed your kid organic milk — maybe bovine growth hormone gives you the creeps. How do you know the milk is actually organic? Do you buy Joe's All-Natural Milk and pray? Or do you look for USDA certification? Unless you're very trusting, or naive, you look for certification. It gives you confidence in the product's claims and holds Joe to a high standard.

The same is true for any corporate claim. Aspen Skiing Company calls itself a green company, but so what? We can say whatever we want. How do we prove to the public, our guests, and other businesses that we're serious, and how do we make sure that our environmental programs are integrated throughout the whole company?

The answer is to create an Environmental Management System (EMS) — a way to systematically deal with the environmental impacts of a business — and then get it certified by a third party. Globally, the most accepted certifier is a group called the International Standards Organization; their certification is called ISO 14001.

To better integrate its environmental management programs throughout the company, ASC is now pursuing ISO 14001 certification. That means we must formalize our "Environmental Management System" to ISO standards.



Examples of the hundreds of corporations that have divisions certified through ISO 14001 include 3M, Xerox, Agilent, Toyota, GE, Ford, Lucent, Kodak, and Lockheed. In other words, we're not playing AAA ball anymore, this is the big time!

## WHAT'S AN ENVIRONMENTAL MANAGEMENT SYSTEM?

Think of an EMS as a cookbook for running a green company. It's a set of standards used to manage environmental responsibilities, the way an accounting system requires everyone to follow the same rules. ASC has a de facto EMS in the form of its environmental policies and guiding principles. Now that we've formalized it and made information available on the intranet (type BASH into your computer web browser), we call it GREENTRACK.

ASC's goal is to certify GREENTRACK to the ISO 14001 standard by late October 2004. Becoming the first ISO 14001 certified ski resort in the U.S. will raise the bar for industry environmental commitment and performance. More important, it will institutionalize our environmental practices so that they are driven by company policy, not by a person or a department. And it will give you access to the management tools you need to manage your impacts. Property services, for example, can now access ASC's Hazardous Waste Protocol on BASH. Mountain staff can reference the demolition protocol. Buyers can read the purchasing policy.... This program doesn't add work, it makes your job easier. Here's where you can help:

**WE DID IT!**

From October 26-28, ASC will be audited, and random employees will be asked questions about GREENTRACK. We need you and your employees to know the following points for the audit:

1. ASC has an environmental policy that commits to pollution prevention, energy efficiency, continuous improvement, legal compliance, and annual review. It's available on BASH or posted in your area. If your area doesn't have a policy poster, call Auden! (X 7152)
2. ASC's EMS is how we manage our environmental impacts. It is based on our Environmental Policy. We have a team of representatives from every division of the company that meets monthly to review targets.
3. Protocols, records and procedures are on BASH. You can get more information from Auden.
4. Your role in the EMS is to address the environmental impacts of your work. In a vehicle shop that might mean properly disposing of hazardous waste. For hotel staff, it might mean turning off lights and recycling.
5. Know what to do in an emergency. (Fire, earthquake, etc.) Typically this means pull the fire alarm and get outside, 200 feet from the building. ASC's emergency response plan is available at BASH.

**Making sure your staff know the above points is all you need to do to help ASC achieve ISO 14001! Auden has cards with all the above information. Please make sure your employees have them! And please familiarize yourself with BASH.**

## ASC Begins to Have Political Impact

In last year's Sustainability Report, ASC CEO Pat O'Donnell made a public commitment to increase the company's political environmental activism. A year later, could it be possible we're actually having an impact? Let's examine the evidence.

In 2004, ASC publicly supported Amendment 37, the state renewable energy bill that would require that 10% of state electricity come from renewables by 2010. ASC and its owners, the Crown family, put their money with their mouth is by contributing \$15,000 for public education on renewables in advance of the election. ASC also raised 100 signatures to help get the measure on the ballot.

Well, despite the fact that Xcel Energy spent a million bucks a week – some of it ratepayer money – to oppose the bill, Amendment 37 passed by a vote of 53% to 47%. As the first statewide voter initiative on renewable energy in the U.S., this sets an important precedent for the rest of the country. In particular, it sends the utilities a message that their customers want cleaner energy and will vote for it at the ballot box.

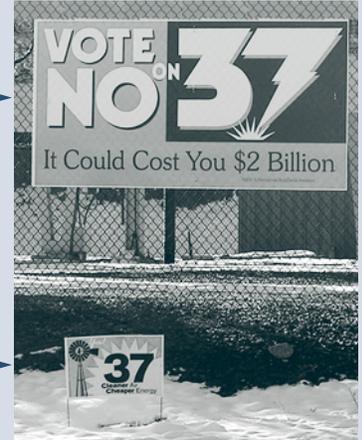
So far so good on the activism front. Next, in October, ASC joined a coalition of environmental groups in opposition to a new coal-fired power plant in Pueblo, and submitted public testimony for a hearing in Denver. ASC isn't opposed to power generation – we use a lot ourselves – but we asked that the Public Utilities Commission consider all lower-cost alternatives, such as renewables and efficiency, before going ahead with a dirty, high carbon-intensity coal plant. On Dec. 4, the *Denver Post* reported that “Xcel Energy will spend hundreds of millions of dollars to reduce pollution and conserve energy as part of a settlement to build a \$1.35 billion coal-fired power plant.” The settlement with environmentalists helps Xcel avoid delays that would have been created by filings in opposition to the project.

Who would have thunk it? ASC is playing a small role in improving the world beyond its slopes.

“...And right action is freedom,  
From past and future also.  
For most of us, this is the aim  
Never here to be realized;  
Who are only undefeated  
Because we have gone on trying...”

T.S. ELIOT, THE DRY SALVAGES

NO ON 37 →



YES ON 37 →

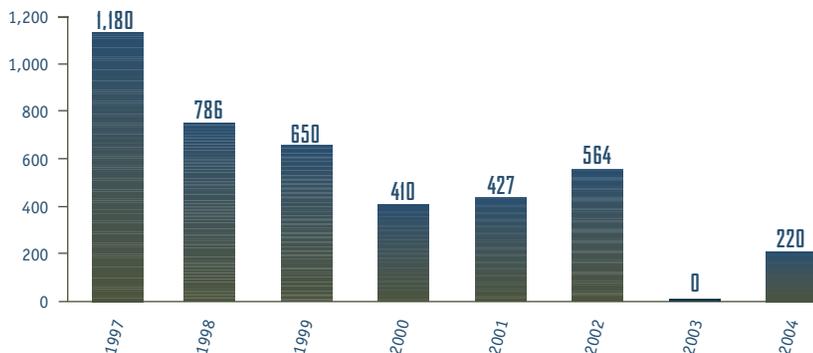
The Little Sign That Could

## SNAFU: ASC RECEIVES “C” ON SKI AREA CITIZENS’ COALITION REPORT CARD

Nothing about Aspen/Snowmass says “C.” Yet on this well-publicized report card, ([www.skiareacitizens.com](http://www.skiareacitizens.com)) three ASC resorts got As, and Snowmass got a C. Why? The report card weighs heavily against expansion into greenspace, and indeed, despite Snowmass’s exemplary operational practices, the mountain does plan expansion, within our permit boundary, into the Burnt Mountain pod. We can’t deny that any sort of expansion has significant environmental impact. But we’ve always had to balance ecological responsibility with economic viability, and we think the two are connected. We may disagree with the report card, but we welcome – even invite – criticism of our business practices. We have a long-standing commitment to civil dialogue with our critics, and a solid track record to back it up. As Benjamin Franklin reminds us: “Our critics are our friends, for they show us our faults.”

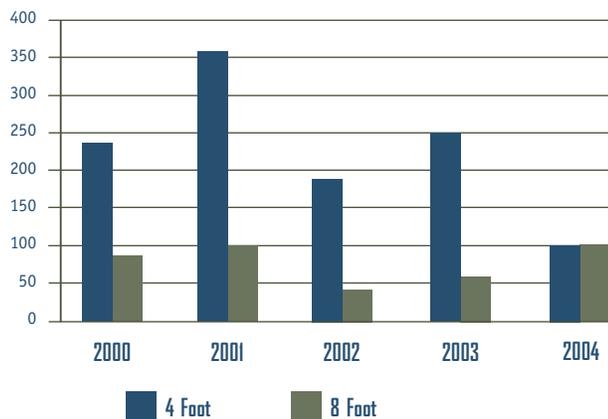
While ASC is working towards zero hazardous waste, we still produced some waste paint thinner and oil based paints this year — four 55 gallon drums, to be exact. In 2003, we tested and switched to non-chlorinated/TCE-free brake cleaner at Snowmass. Otherwise, all is quiet on the hazardous waste front. And that's a good thing.

## ASC HAZARDOUS-WASTE GENERATION (GALLONS)



Plenty Magazine ranked ASC the #1 eco-ski resort in North America in its premier issue.

## FLUORESCENT BULB RECYCLING



“It is easier to build strong children than to repair broken men.”

FREDRICK DOUGLASS



# Natural Resource Consumption and Pollution

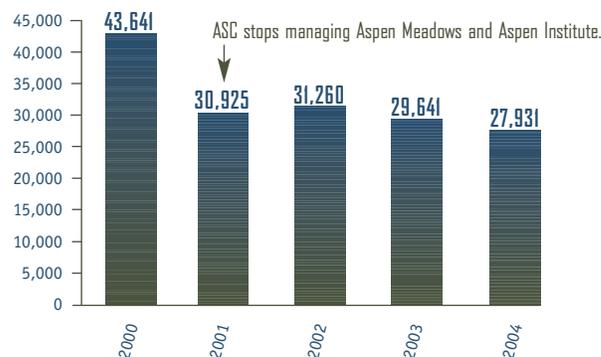
## ASPEN SKIING COMPANY 2002-2003 CONSUMPTION BASELINE/CO<sub>2</sub> EMISSIONS

CATEGORY	MEDIA	COST	UNITS	UNIT TYPE	CONVERSION	CO <sub>2</sub> (TONS)
<b>FUEL (Gas+Diesel)</b>						
	FUEL-SM MTN	\$204,874	124,166			1,242
	FUEL-AH	\$85,275	51,682			517
	FUEL-AM	\$140,021	84,861			849
	FUEL-BM	\$145,032	87,898			879
	<b>Sub-Total</b>	<b>\$575,202</b>	<b>348,607</b>	<b>GALLONS</b>	<b>.01 TONS CO<sub>2</sub>/GAL</b>	<b>3,486</b>
<b>SNOWMAKING</b>						
	WATER-AM	\$74,530	37,265,000			24
	WATER-AH	\$9,000	18,000,000			0
	WATER-BM	-	43,152,360			0
	WATER-SM MTN	\$32,000	64,000,000			0
	<b>Sub-Total</b>	<b>\$115,530</b>	<b>162,417,360</b>	<b>GALLONS</b>	<b>.0000006308 TONS CO<sub>2</sub>/GAL</b>	<b>24</b>
<b>ELECTRICITY</b>						
	ELECTRIC-ASC	\$1,204,290	16,319,632			16,238
	ELECTRIC-SMC	\$151,887	2,701,155			2,688
	ELECTRIC-TLN	\$203,511	4,179,645			4,159
	<b>Sub-Total</b>	<b>\$1,559,688</b>	<b>23,200,432</b>	<b>KWH</b>	<b>1.99 LBS CO<sub>2</sub>/KWH</b>	<b>21,469</b>
<b>WIND POWER</b>						
	<b>Sub-Total</b>	<b>\$25,000</b>	<b>1,217,200</b>	<b>KWH</b>	<b>-1.99 LBS CO<sub>2</sub>/KWH</b>	<b>-1,211</b>
<b>MUNICIPAL H<sub>2</sub>O</b>						
	WATER-ASC	\$32,194	16,097,000			10
	WATER-TLN	\$19,157	9,578,500			6
	WATER-SMC/SM MTN	\$47,584	23,791,960			15
	<b>Sub-Total</b>	<b>\$98,935</b>	<b>49,467,460</b>	<b>GALLONS</b>	<b>.0000006308 TONS CO<sub>2</sub>/GAL</b>	<b>31</b>
<b>NATURAL GAS</b>						
	NAT. GAS-ASC (KN GAS)	\$180,217	21,202			1,251
	NAT. GAS-TLN	\$401,464	47,231			2,787
	NAT. GAS-SMC (AM GAS)	\$124,654	14,665			
	<b>Sub-Total</b>	<b>\$581,681</b>	<b>68,433</b>	<b>MMBTU</b>	<b>1 MILL. BTU/.059 TONS CO<sub>2</sub></b>	<b>4,038</b>
<b>PROPANE</b>						
	<b>Sub-Total</b>	<b>\$9,556</b>	<b>15,098</b>	<b>GALLONS</b>	<b>.00637 TONS/GALLON</b>	<b>95</b>
<b>TOTAL</b>		<b>\$2,940,592</b>				<b>27,931</b>
<b># OF SKIERS: 1,323,669</b>		<b>\$2.22 PER SKIER</b>				<b>TONS CO<sub>2</sub> PER SKIER 0.021</b>

WATER ASC = City of Aspen + Snowmass Water and San. Does not include Aspen consolidated sanitation which is sewer.

SM MTN = Snowmass, AH = Aspen Highlands, AM = Aspen Mountain, BM = Buttermilk, ASC = Aspen Skiing Company, SMC = Snowmass Club, TLN = The Little Nell

## ASPEN SKIING COMPANY CO<sub>2</sub> EMISSIONS 2000-2004



## A Brief Explanation of ASC Wind Power and Carbon Emissions Charts

Based on a suggestion from a community member (Brent Gardner-Smith, Executive Director of KJAX Aspen, the local public radio station) this year we've aggregated multiple year data on our carbon dioxide emissions and wind power purchases.

The process has uncovered some new information, and as a result we've revised numbers from past reports. Here's how we did the calculation:

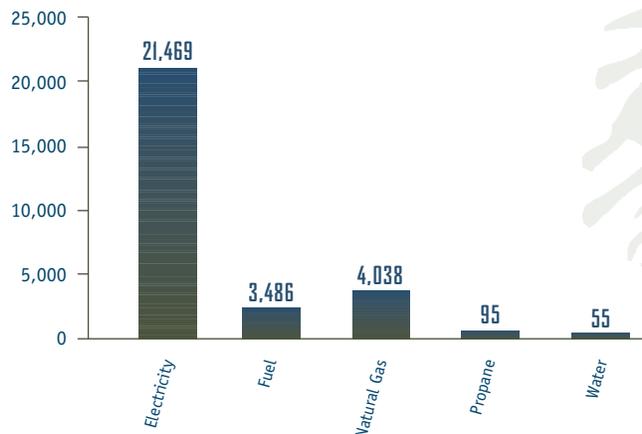
First, 7% of Holy Cross's energy is renewable by default. That means our estimates of carbon emissions from previous years was high. This adjustment, of course, doesn't change year-on-year comparisons.

Second, in our calculations of CO<sub>2</sub> emissions in the past, we haven't included ASC's portion of renewable energy purchased. That reduces our carbon footprint annually, and, as we've increased our purchases, is reflected in reduced carbon emissions.

New CO<sub>2</sub> emission calculations are reflected in the graph on page 7. Ignoring the drop in emissions from 2000-2001 (when we stopped managing Aspen Meadows and Aspen Institute, and stopped tracking related emissions) you'll notice we've just about achieved our ten percent emissions reduction goal (originally set to be achieved by 2010) six years early. Next year, we'll set new targets.

SOLID-WASTE GENERATION				MEDIA SUMMARY DATA CHART				
<b>2003 WASTE</b>				<b>MEDIA</b>	<b>COST</b>	<b>UNIT NUMBER</b>	<b>UNIT TYPE</b>	<b>CO2 (TONS)</b>
CATEGORY	TONS	COST	COST/TON	Electricity	\$1,559,688	23,200,432	KWH	21,469
BFI/WM	300.75	\$28,219	\$93.83	Fuel	\$575,202	348,607	GALLONS	3,486
Town of Snowmass	752.10	\$51,060	\$67.89	Natural Gas	\$581,681	68,433	MMBTU	4,038
<b>TOTAL:</b>	<b>1,052.85</b>	<b>\$79,279</b>	<b>\$75.30</b>	Propane	\$9,556	15,098	GALLONS	95
				Water	\$214,465	211,884,820	GALLONS	55
				<b>TOTAL</b>	<b>\$2,940,592</b>			<b>29,143</b>
<b>RECYCLING</b>								
CATEGORY	TONNAGE	COST	AVG. COST/TON					
TOSV	462.60	-	-					
Wally's	385.00	\$18,460	\$47.95					
<b>TOTAL:</b>	<b>847.60</b>	<b>\$18,460</b>	<b>\$21.78</b>					
Diversion Rate*: 45% Cost Savings/Ton Recycling: \$57 Total Diversion Savings: \$46,218 <small>*By volume, not weight, diversion rate is 30%. (Recyclables are much heavier than trash.) This is a more reasonable diversion rate.</small>				ASC spends \$50,000 annually on B20 biodiesel for all its snowcats (260,000 gallons), and \$25,000 on wind power premiums. This represents a purely environmental investment, as there is no return on investment in the conventional sense.				
<small>Assumptions:    Compacted trash = 700 lbs/yard    Loose trash = 200 lbs/yard    Compact cardboard = 540 lbs/yard                                               Loose cardboard = 300 lbs/yard    Loose recyclables = 520 lbs/yard</small>								

### CO<sub>2</sub> EMISSIONS BY MEDIA (TONS)

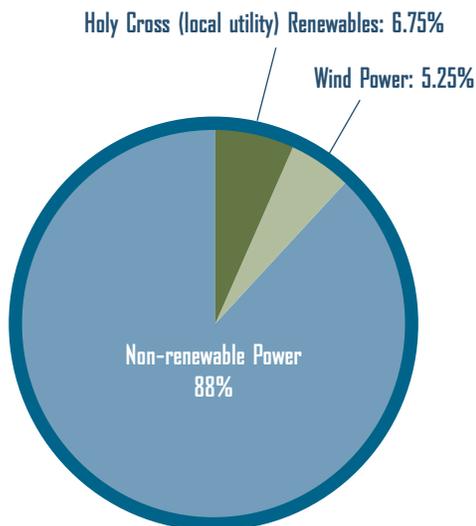


## Greening Headquarters

Employees can take heart: not only are our new offices next to a bakery, but there are numerous green features that make our office space easier on the planet and employees. In 2004, ASC moved its offices from Snowmass to Building 117 at the Airport Business Center. Here are some of the green features:

- The Collins and Aikman carpet is 30% recycled, 100% recyclable, and doesn't offgass nasty chemicals.
- The thin T5 fluorescent lights are the latest in super-efficient lighting technology.
- The Coke machine has a special electronic sensor that shuts it down when it's not in use.
- The entryway flooring is cork.
- All the furniture was selected in part based on the ecological responsibility of the manufacturer, Herman Miller. In fact, HM's business practices are some of the most eco-friendly in the world.
- The bus stop is 100 feet from the front door.

### ASC ELECTRICITY SUPPLY

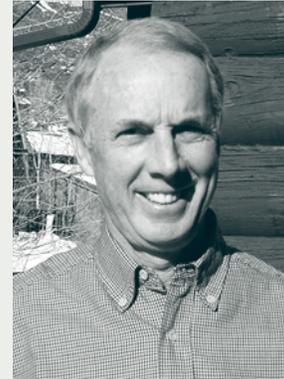


**Total Renewables: 12%**

**Total kwh electricity usage: 23,200,432 kwh**

1,217,200 of total is wind (assuming 200k kwh from hydro)

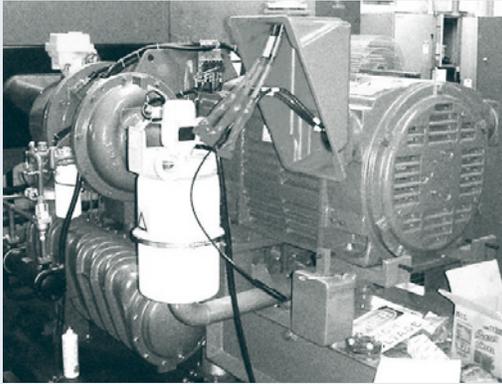
Total premium ASC pays annually for wind power: \$25,430



VP of Planning Bill Kane (top) and Project Manager Philip Ring led the greening of ASC's new office building.

“A universe so prodigal of beauty may actually need us to notice and respond, may need our sharp eyes and brimming hearts and teeming minds, in order to close the circuit of Creation.”

SCOTT RUSSELL SANDERS



## BIG SAVINGS FROM BIG COMPRESSOR RETROFITS

Old snowmaking compressors at Aspen and Buttermilk were so old and dirty they've actually been banned in California. They have enormous negative environmental impacts: they use a ton of energy, and they blow oil out onto the hill as part of the snowmaking process.

Moreover, they are dogs — they break down and require lots of maintenance.

So ASC began a program to replace them, urged on by the Environmental Affairs Department. To date, we've replaced two compressors: one at Aspen Mountain and one at Buttermilk.

The new compressors are 30 to 40% more efficient than the old ones. This translates into the following annual savings:

- \$17,000 to \$22,610 at Buttermilk. That's 333,333 kwh assuming \$20k savings.
- \$23,375 to \$35,078 at Aspen Mountain. Assuming \$28k savings, that's 466,666 kwh.

Those dollar savings also translate into 1.3 million pounds of carbon dioxide (the primary greenhouse gas) eliminated annually. From an energy perspective, installing these compressors is like adding three more hydro projects to our mountains. (For details on the Snowmass microhydroelectric plant, see last year's Sustainability Report.)

## Snowmass Base Village

The proposed Base Village Development at Snowmass certainly must rank as our biggest impending environmental impact. While we believe the village — built on exiting parking lots and already disturbed land in the center of town — will improve mass transit access and is an appropriate application of new urbanist ideas (infill, building up, mixed commercial and residential, transit oriented design) we can't deny that the village will have large environmental impacts, primarily from an energy perspective. That's why we've been working for two years now to ensure that the village achieves energy efficiency that is 30% above code. In addition, we plan to build 4 LEED certified buildings. This project is neither easy nor cheap, and to be honest, it's not certain we'll achieve the 30% goal. But along with partner Intrawest, we're working at it. To date, we've specified super-efficient condensing boilers, U.32 windows and variable frequency drives, as a first step towards our efficiency goals. Remaining obstacles: improving building envelope efficiency (we've beaten code in the roof significantly, now we're working on wall design and how to prevent "value engineering" of green measures.) Still, progress is being made: the 700 unit underground garage will either feature cutting edge T8 or T5 lighting. And the partnership, after realizing it failed to create space for a cardboard compactor, got one to fit after some serious planning brain damage.

## Another Big, Big Lighting Retrofit Happens Thanks to CORE

ASC performed a lighting audit of all our employee housing this summer. The results showed that if we replaced 1500 60W A lamps at the Club Commons (Snowmass), Heatherbed (Aspen) and Snow Eagle (Aspen) we could save \$8,952 annually in energy alone. (Ignoring labor savings, which can be significant from longer-lasting bulbs.) Later, we realized we had a chance to install about six motion sensors as well, offering further energy savings. The cost of the entire project ended up being \$11,529.47, several thousand dollars over employee housing manager Gerald Horner's budget. It looked like we'd only be able to do the project piecemeal. But thanks to a grant from the Community Office for Resource Efficiency, we were able to complete this ambitious project, which keeps 300,000 lbs. of CO<sub>2</sub> out of the air annually.



Employee housing manager, Gerald Horner



A new 3 million gallon storage pond on Aspen Mountain will help snowmaker Frank White and crew make snow most efficiently at optimal temperatures, while reducing pumping energy. Steve Sewell and Steve Fisher oversaw this project.

## Climate Partnerships

One of the reasons it's fun to work on environmental issues in Aspen is that we're not alone. In fact, our partners make us feel like we're playing on a basketball team with Michael Jordan and Larry Bird. Randy Udall and his staff at the **Community Office for Resource Efficiency** have been party to some of the most innovative emissions reductions programs in the country — including the first ever municipal tax on energy use in new buildings, and have spearheaded green power in Colorado. Our friends at Holy Cross Energy, in addition to partnering with us on the microhydroelectric project (thereby making it possible) represent one of the most environmentally progressive utilities in the country (and they've won awards to prove it). This page is dedicated to these unique partnerships to reduce carbon emissions. **ASC has a good reputation for its environmental work, but we wouldn't be half the company we are without Holy Cross and CORE.**



Randy Udall

Bob, Del and Auden,

This graph reduces the climate conundrum to its simplest terms, showing how increased emissions of carbon dioxide lead to increasing atmospheric concentrations of the same greenhouse gas.

Starting on the left, atmospheric concentrations, the lighter line, are around 280 ppm in 1700. James Watt improves the coal-fired steam engine in 1760. It takes about 75 years for the "steam age" to accelerate. As it does, carbon emissions, the darker line, spike upwards. Thereafter, the two indicators have similar profiles, climbing rapidly.

Note that that atmospheric concentrations were about 375 parts per million in the year 2000. This is higher than they have been in 420,000 years. Also note that about half of all the carbon people have put in the atmosphere has been emitted since 1975!

Ok, consider this question: What happens to atmospheric concentrations if carbon emissions stopped growing, and flatlined into the future? The chart gives the impression that if emissions stopped growing concentrations would, too. If only we were so lucky. Because carbon dioxide is such a long-lived gas, even if the darker line goes horizontal, the lighter line will continue to climb.

Holy Cross's wind energy program has kept 500,000 tons of CO<sub>2</sub> out of the air over coming years. Your next big wind buy will quadruple those savings. I dislike asking people for things, but looking at this graph, we have to ask ourselves: Are we doing enough?

We've got to absolutely hammer emissions, this is true, but since energy is the root of prosperity we need to be smart about how we do this, rapidly deploying technology (hybrid cars, wind, more efficiency) we have on the shelf, while we rapidly develop new technologies that will enable us to meet the world's energy needs with lower emissions.

Time is short. Action is urgent. If we want to limit future temperature increases in the Rockies to 4 degrees, global carbon emissions need to peak by 2020.

Randy

Year	CO <sub>2</sub> Concentrations (ppm)	CO <sub>2</sub> Emissions (Million Metric Tons Carbon)
1750	~280	0
1800	~285	0
1850	~290	0
1900	~300	~0.5
1950	~315	~1.5
2000	~375	~6.0

Source: Oak Ridge National Laboratory, Carbon Dioxide Information Analysis Center, <http://cdiac.esd.ornl.gov/>.

Here's the latest news from Holy Cross:

## HOLY CROSS CARBON INTENSITY REDUCTION STRATEGY UNVEILED

Holy Cross Energy has developed a voluntary carbon reduction strategy designed to slow the growth of carbon dioxide emissions created in the generation of electricity used by its consumers, reducing carbon intensity approximately 10% by 2015. The carbon reduction strategy will provide for an increase in the percentage of renewable energy in Holy Cross's power supply mix to 20% by 2015; offer financial incentives for the development of local renewable energy generation; provide cash payments to consumers to encourage energy efficiency and energy conservation; and provide education and information about renewables, energy efficiency, energy conservation and carbon intensity reduction.

This strategy reflects Holy Cross's ongoing commitment to protect the quality of the environment on behalf of its consumers. The programs being developed are in response to consumer feedback indicating that consumers are concerned about the environment. Surveys show our consumers want programs that increase the use of renewable energy, that encourage energy efficiency and energy conservation and they are willing to pay the cost of such programs. The programs being developed are estimated to increase consumers' electric rates 1.5%.

The programs being introduced to reduce carbon dioxide emission will join Holy Cross's successful and nationally recognized Wind Power Pioneers and Local Renewable Energy Pool programs.



A Touchstone Energy® Cooperative

[www.holycross.com](http://www.holycross.com)

## 2003 Employee Environment Foundation Grants

The Environment Foundation was established by Aspen Skiing Company employees seven years ago to protect the places they live, work and play. Unique in the industry, the foundation raises money from employees through a payroll deduction that is matched by Aspen Skiing Company's Family Fund and again by Aspen Valley Community Foundation.

On December 8, 2004, a manager from the 6,000-employee software company Intuit called Aspen Skiing Company: "We read about your employee Environment Foundation in a newsletter. We think it's really cool and we want to start one of our own. Got any advice?"

So now ASC employees are helping to drive environmental philanthropy in the software industry. What next, folks? Below are Environment Foundation grants from 2003.

**As of this writing, the foundation has donated more than \$676,000 to local environmental causes. In 2003, the Environment Foundation donated \$106,477:**



The Foundation donated \$10,000 to Western Colorado Congress's Grand Valley Citizen's Alliance to help ensure that gas drilling happens in an ecologically responsible way that protects homeowners' rights.



The Foundation is helping the Colorado Rocky Mountain School run its vehicles on biodiesel made from waste kitchen grease.

### SPRING 2003

The Roaring Fork Conservancy water conservation kits	\$995
The Roaring Fork Conservancy expanded water quality monitoring in the valley	\$3482
La Mission: environmental education in the valley's only Spanish-language newspaper	\$6,000
The Science Outreach Center's Kids Teaching Kids environmental education program	\$6,000
The Holden Center environmental ethics semester at local public schools	\$5,000
The Computers for Kids Foundation computer recycling	\$4,000
The Intrust Energy Alliance for increased renewable energy production	\$2,000
CDRE green business program	\$4,000
Roaring Fork Outdoor Volunteers trailwork	\$6,000
The Marble Charter School Muskrat Patrol environmental education	\$1,000
Pitkin County Open Space and Trails Moore Open Space restoration	\$2,000
The Lower Valley Trailway Group trail from Glenwood Springs to Parachute	\$5,000
The White River Conservation Project support for a wilderness bill in Colorado	\$2,000
Volunteers for Outdoor Colorado revegetate land damaged by the Coal Seam Fire	\$5,000
Aspen Center for Environmental Studies enviro education and land stewardship	\$6,000
<b>Total</b>	<b>\$48,477</b>

### FALL 2003

Rock Bottom Ranch general support	\$6,000
The White River Interpretive Association volunteer educational rangers	\$4,500
Solar Energy International Solar in the Schools program	\$4,000
The Roaring Fork Biodiesel Coop	\$6,000
The Midvalley Trails Committee Hooks Spur Trailhead	\$3,500
The Community Office for Resource Efficiency RFTA biodiesel conversion	\$7,500
The Roaring Fork Conservancy Roaring Fork Watershed Stream Flow Survey Project	\$3,000
Aspen Wilderness Workshop conservation efforts	\$4,000
Basalt Middle School photovoltaic panel installation	\$5,500
<b>Total</b>	<b>\$48,000</b>

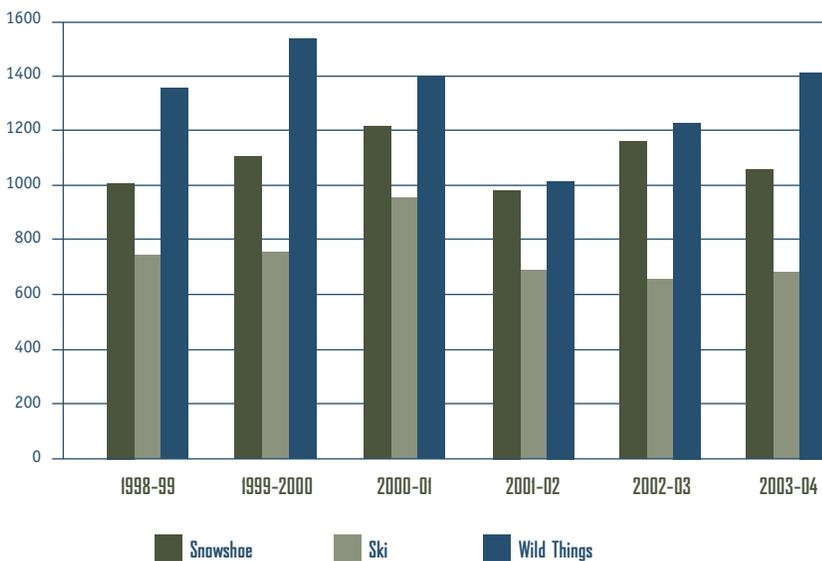
### GRAND TOTAL

**\$106,477**

## Community Participation

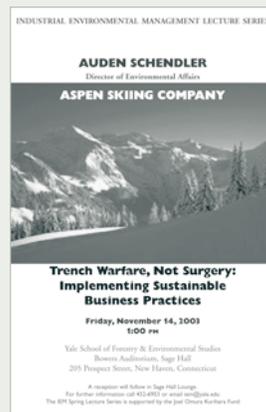
ASC continues to view community participation and communication as a critical part of its sustainability work. These pages display some of the ways we're reaching out in our community, and this report shows how we're doing so nationally, even globally. This commitment extends not just from our Guiding Principles, but from our ownership, the Crown Family. In 2004, the Crowns, most of whom live locally part time, quietly contributed to the Aspen Center for Environmental Studies new Toklat Center. In addition to preserving a historic structure and open space, this project creates a permanent environmental education center and expands the work of ACES, one of the nation's leading environmental education organizations.

### ACES/ASC ON-MOUNTAIN NATURE TOURS



## Maplinks

ASC has pioneered ski industry use of "Maplinks," trailmaps installed on ski lift safety bars. The maps provide better customer service and reduce paper map use (76% of guests said they don't feel the need to use a paper map as often as they used to), which cuts map litter on the mountain and enables us to print fewer. They also provide opportunities for environmental education. Below is an example of an educational Maplink.



ASC staff continue to make presentations on our environmental work all over the country. CEO Pat O'Donnell is now a regular speaker at the University of Colorado Business school. Last year Auden made presentations in Oregon, Pittsburgh, Sun Valley, Jackson and Salt Lake City, among other venues.



On February 21, "Keep Winter Cool" day, ASC's Auden Schendler (top) and Jo Krinn of the Natural Resources Defense Council educated guests about climate change.

## Five Stars and Two Bucks for Open Space

Our five-star Little Nell Hotel is one of the fanciest places on the planet. And yet, we have become convinced that visitors come to the Nell not just because General Manager **Eric Calderon** runs a tight ship with unparalleled service and superb food and wine. People like the Nell because of where it is. Aspen's Roaring Fork Valley is unique in its beauty, its proximity to wilderness, and its plentiful open space, which maintains the rural nature of the valley. So part of the Nell's success has to do with the land. Inspired by a similar program in Jackson, WY, ASC Senior VP and Aspen Valley Land Trust Board member **Dave Bellack** wondered if guests might want to pay to help protect the quality of the local environment in the same way that they pay for a high quality stay at the Nell. Eric added to the idea, suggesting that other hotels in town might want to participate.

Now, when you check into the Nell or the Sky Hotel next door, you'll find a small postcard in your room, explaining that \$2 has been added to your bill to support the Aspen Valley Land Trust. If you don't want this money deducted, the concierge will happily remove it. Almost nobody objects. In fact, they like the program. And the Aspen Valley Land Trust gets about \$30,000 annually – from the Nell alone – to protect the qualities that make Aspen...Aspen.

## ASC Patrols Wildlife

Snowmass ski patrol is up on the mountain at the crack of dawn, and they're outside all day. Who better to report wildlife sightings? To develop a baseline of what, exactly, is going on with wildlife at Snowmass, consulting wildlife biologist Eric Petterson installed maps and pictures in all the Snowmass patrol shacks. Patrolers reported their sightings by writing time, location and species on the maps with grease pencils. And Eric collected the data monthly, creating a baseline survey of wildlife populations and activity.



ASC continues an aggressive program of revegetation on all mountains. Top, a section on Aspen Mountain that was expertly revegetated by Steve Fisher and crew. Bottom, Steve Raush, at Snowmass Mountain, celebrates his Coney Glade revegetation project.

### ENVIRONMENTAL BENEFITS STATEMENT

This Sustainability Report is printed on New Leaf Reincarnation Matte, made with 100% recycled fibers, 50% post-consumer waste, processed chlorine free. By using this environmentally friendly paper, Aspen saved the following resources:

TREES	WATER	ENERGY	SOLID WASTE	GREENHOUSE GASES
<b>5</b> fully grown	<b>3,647</b> gallons	<b>6</b> million BTUs	<b>527</b> pounds	<b>1,023</b> pounds

Calculated based on research done by Environmental Defense and other members of the Paper Task Force. © New Leaf Paper

## Going Deep

When I used to play street football, the plays we called in huddle were often the same. “Throw me the bomb. I’m going deep!” Jammed in on a one-way street lined with cars, it was the only play that worked. Making short, quick passes or running the ball got you nowhere. Worse, those plays had no glory, and didn’t score as many touchdowns. In street football, going deep really was the way to win.

Pursuing green business is similar. It is very easy for a business to compile a list of short-pass environmental programs and make it look like a coherent corporate strategy. In fact, give me any company, and I’m confident I could, within a month, develop an “environmental program,” just by gathering information on existing greenish practices.

To some extent, that’s how any organization’s environmental program begins, because you have to start somewhere. But the danger is that the starting point becomes the end point, which is, of course, called greenwashing. If a business is indeed well intentioned, it might continue to compile successful, distinct projects to flesh out the company’s environmental commitment. The problem is that such projects do not represent holistic, long term change. They are small successes at one point in time. Any business genuinely pursuing sustainability needs to go after what I call “deep green” programs, deep in space — integrating corporate change throughout an organization, and deep in time — continuing to change indefinitely into the future.

Even though ASC has successfully implemented some broad-reaching green strategies – like a greenhouse gas emissions reduction policy and green building guidelines – until this year we have been in danger of becoming too project based. Our successes like LEED buildings and the Snowmass hydroelectric plant get great press, are environmentally cutting edge, and do, in fact, protect the environment. But they don’t mean anything about how our business is evolving. In short, though these projects make us look green, they don’t mean we *are* green.

To change that, we pursued ISO 14001 certification, which Pat talks about on page 2. This third-party certification is the gold standard by which Fortune 500 companies measure environmental commitment. Its most valuable feature is that it requires broad integration of environmental management practices throughout the company. But ISO is just one of several “deep green” programs we’ve embarked upon, or completed, in the last year.

In particular, “deep green” means we are probing beyond the surface of our programs, trying to target the source of our impacts, and recognizing, through business practices, the value of our environment. None of these programs is particularly eye-catching or sexy. But they represent systemic changes in the nature of our business. Below are three examples.

### The Little Nell: Open Space and Caviar

You read about the Nell’s innovative open space partnership on page 14. Thanks to that program, we’ve permanently tied the natural beauty of the Roaring Fork Valley into the price of a hotel room. If you think that’s cool, wait until you hear how Paul Wade, executive chef at the Nell’s Restaurant, Montagna, is using the hotel’s status to drive change within the industry.

Paul happens to be a fanatic about the ecological management of global food sources. He’s a proponent of the “slow food” movement, buying locally and changing dishes according to the seasons. By patronizing local farmers, Paul helps them stay viable economically, and helps

foster the bioregionalism that most environmentalists see as the holy grail of the movement. Buying locally means less impact for a whole host of reasons.

Paul also thinks globally. His groundbreaking ban of endangered Caspian Sea Beluga Caviar, and a switch to American caviar, is more than just a menu shift. ([www.caviarempor.org](http://www.caviarempor.org)) Patrons of the Nell expect the best, and the Nell is a trendsetter. Paul held a public tasting and proved that Nell guests continue to get the best — except this time, “best” means not just best tasting and best quality, but best for the planet. That the Nell made this switch is no small peanuts, because if the Nell can do it, anyone can.



Auden Schendler, Director of Environmental Affairs



## Herman Miller Furniture

One of the toughest environmental projects ASC will ever tackle is “green purchasing.” Such programs have two goals: first, they aim to ensure that everything a company buys, from seafood to light bulbs, is as environmentally friendly as possible; and second, green procurement programs aim to change the business practices of suppliers, since greener companies will tend to get more contracts.

ASC has a pretty good handle on some things: we buy recycled paper, toner cartridges, energy efficient computers and office equipment, rerefined motor oil, sustainable seafood, biodiesel, and lots of other stuff. But we’ve never really driven change in an industry based on our purchasing decisions. Until now, that is.

A massive purchase of office equipment tied to Building 117’s remodel gave ASC an opportunity to put theory into practice.

Project manager Phillips Ring asked Environmental Affairs to do an informal analysis of three furniture manufacturers based on their environmental credentials. One company – Herman Miller – rose head and shoulders above the rest, not just for the greenness of their products (the Mirra Office chairs we’ll be using were ranked a top ten green building product by the well respected [buildinggreen.com](http://buildinggreen.com)) but for the environmental responsibility of the company, which helped found the U.S. Green Building Council, and has three LEED certified buildings of its own. (Making even ASC – no slouch with two LEED buildings – seem like the pipsqueak kid brother...)

While Herman Miller had to bid on the contract just like other manufacturers, they ultimately won, partly because ASC favored their application based on their environmental credentials.

You’d think the fairy tale of green business in action would end there: a green company gets rewarded in the market for its good deeds, and everyone lives happily ever after. But it gets better.

One of the companies that didn’t win the bid – a bona fide green company in its own right – asked why it hadn’t come out on top. In response, ASC sent them our analysis. That business is now motivated to further improve its green credentials, driven by a profit motive, and ASC has expanded its environmental ethic into the furniture industry.

## Building Operator Certification

One of ASC’s biggest impacts is energy use associated with building operation. We can build all the green Sundecks we want, but if we can’t operate them – or our huge stock of older buildings – properly, it’s irrelevant. Recognizing that, this year ASC sent its three leading building operators – Property Services Director Peter Hoffman, Little Nell Engineer Gerald Helms, and Employee Housing Manager Bill Tarallo – to a weekly six-month Building Operator Certification Course sponsored by the Community Office for Resource Efficiency. ([www.aspencore.org](http://www.aspencore.org)) The BOC is a professional development program in the energy efficient operations of building systems. In short, it helps us run our buildings using less energy. ([www.theboc.info](http://www.theboc.info))

None of the above programs got much, if any, press. That’s because systemic change doesn’t make headlines. But these programs, along with ISO 14001 certification, are the foundation of ASC’s new playbook. Look for us in the endzone.

Sincerely,



Auden Schendler  
Director of Environmental Affairs



In 2004, ASC’s Snowmass Golf Clubhouse received LEED Silver Certification, making it the second LEED certified building in the ski industry (the other is ASC’s Sundeck) and one of only 7 LEED buildings in Colorado. The clubhouse is heated and cooled using water-source heat pumps in the nearby pond, and features sustainably harvested wood, recycled content carpet, and Australian dual-flush toilets in both bathrooms, among many other features.

“They always say time changes things, but you actually have to change them yourself.”

ANDY WARHOL



# FIFTH EDITION

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